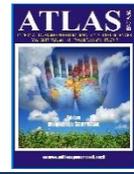




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CUSTOMER COMPLAINTS MANAGEMENT; A CONCEPTUAL VIEW

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ABSTRACT

Today's competitive environment has turned into a complete chaos for businesses. One way to get rid of this chaos is to persuade business customers who prefer to be together for a long time and listen to them. The aim of this article is to draw attention to the customers, who are ignored in practice, while the "customer is king" mentality within the business strategies. The advantages to be gained by listening to customer complaints will rip the enterprise out of other competitors, and this advantage requires a field of knowledge that is not readily available to all operators. Many theoretical knowledge which takes place on the complaint management and examined the concept of customer complaints earlier in this article, then addressing issues such as the contribution provided to the company's reasons for complaints and grievances listening.

Keywords: Customer Management, Customer Relationship, Customer Complaints.

1. INTRODUCTION

Today, companies are trying to keep their business focused on customers in a complex market structure and competitive environment. It is increasingly difficult to create customers from current consumers and to make these customers loyal to the business. Proliferation of alternatives and positive changes in customer-oriented factors such as product, price, promotion and distribution originating from competition, has increased the possibilities of customers shifting to another operating when they want to.

For businesses that are offering products or services, it is becoming very important that satisfaction or dissatisfaction of the customer groups that selected them. A satisfied customer will be loyal to the operation in the coming days and will bring other customers with him. However, the customer who is unsatisfied and left without being taken seriously by the company even though he expresses his dissatisfaction will do the greatest damage to the business and he will communicate against the company with people in the society around him. In order to prevent this, it is up to the company to take steps in the way of recovering the customer, which resolves the elements that are subject to customer dissatisfaction in the shortest possible time and delivers the complaints to the operator.

For companies that have adopted the principles of working as customer-focused is unthinkable to ignore the complaint about the customer dissatisfaction. Being unmindful to the proliferation of customer losses bring along to danger signals in terms of sustainable manner of the business.

2. CUSTOMER CONCEPT

Now we live in a customer economy where the customer is the king. This is a result of excess production capacity. It is not products that are inadequate, but customers. Companies need to

move from product-manufacturing to customer-acquisition. Companies must realize the fact that they have new boss, and that boss is the customer. If your employees do not think like customers, they do not think at all. If they do not serve directly to the customer, they had better serve someone who is a client. If they do not consider your customers, someone else will definitely take them into account (Kotler, 2005: 95).

The person or organization that purchases goods or services for personal or commercial purposes is called a customer. In the total quality management approach, two types of customers are mentioned as internal and external customers;

- ✓ *Internal Customer*; Each unit, department and process within the enterprise is itself the customer of the previous stage.
- ✓ *External Customer*; It is the customer who purchases the offered products and services and uses them for his/her personal purposes and provides the payment of the employees' fees.

Customers cover both ultimate consumers and franchisees. In addition to current customers, probable (prospect) customers should also be added to the accounts of the businesses. Just as people have physiological needs like air, water and food, it is not possible for companies to continue their business without their customers. Companies take their power from the customer who is the life source. These powers are the competitive forces that enable them to exist. As the customer is a source of life, then he or she must be satisfied with the services and products offered to him in order to obtain and protect it.

In the face of technological development and diversity of products sold in today's competitive environment, customers are more selective than the old ones. They are not easily satisfied and can change the company where he bought the product from in the slightest negativity. Many new phenomena, such as technological developments that are unable to pace its speed, widespread awareness of the environment and nature consciousness, steadily increasing the importance given to human health and priority demand of consumer for energy-saving goods in shopping, compared to recent years, consumers who are more informed, more conscious, confident and aware of their rights are made them more selective (Öçer and Bayuk, 2001: 26).

Exertions to create diversity beginning with new product introduction in time low-cost production has been evolved from total quality management practices process to customer service and customer relationships. Businesses that understand that particularly technological developments and other applications can be imitated within a short time and that differences cannot be created in the desired area, have started to increase their competitiveness with healthy and long term customer relations by focusing on the concept of customer service as a superior function.

Today, in companies that realize not only making customers but also noticing that current customer has to be satisfied and provide his satisfaction, this concept has more extended to be evaluated as total customer satisfaction. Generally, customer services under the concept of customer focused and with the customer relation efforts, customer pleasure and customer satisfaction is trying to be achieved (Karpat, 1998: 22).

3. CUSTOMER SATISFACTION

Since the satisfaction of customer is a subjective concept, it cannot be said that a definition has been reached in this regard. Different authors have developed different definitions from each other.

Bruhn defines customer satisfaction as the harmony between subjective expectations of products and services and the actual benefit (performance) provided by the goods or services.

In a similar way, Richinsm describes satisfaction as the purchased product performs well above the expectations of consumers. Anderson claims that satisfaction of customer issue may be possible to determine by looking at rate between expected benefit (performance) and the benefit which is obtained. Anderson advocates that if there is an acceptable rate or harmony between expectations and real benefit which is provided by the product, the customer will be satisfied, yet if there is a certain disproportion, then the customer will be dissatisfied (Kılıç, 1993: 31-32).

Customer satisfaction and eagerness measure the happiness that customers receive from the last shopping with the company. Over the last few years, top marketing companies have trended to long term relations with their customers due to products and sales losses. For supplier companies such partnerships are attractive because in this manner corporations take place which are established in the same purpose instead of weary conflicts. Marketing focus becomes total value offered for customer instead of price (Doyle, 2003: 165).

Customer satisfaction is the key of business success. Customers will be satisfied to the extent that they meet their expectations and requirements. Expectations are based on the customer's previous experience with the business and the products of their competitors. Customer satisfaction is achieved by providing the right product, the right prices and the correct availability. Customers are interested in feature set and function of product, usefulness, performance, reliability and support service, price and availability. A company must meet them in order to be successful.

Customer satisfaction is vital for the future of businesses and reasons can be listed as follows (Öztopçu, 2007: 47);

- ✓ Satisfied customer comes back, unsatisfied customer probably does not come again.
- ✓ Satisfied customers often become "voluntary sellers" and help the organization gain more customers. The unsatisfied customer shares their dissatisfaction with everyone and affects the organization's current and potential customers in a negative way.
- ✓ Satisfied customers are generally ready to purchase the organization's new goods and services. It is very unlikely that unsatisfied customers will come back to the organization as customers.
- ✓ New customers tend to be affected by current and old customers, rather than marketing commercials that the organization does. The "information service" given by unsatisfied customers can even affect the most powerful marketing commercials in the negative way.

The point that should never be forgotten about customer satisfaction is; the cost of acquiring a new customer is much higher than the cost of retaining an existing customer. Moreover, it should be kept in mind that a customer who abandons the company may take away a few customers with him. When we look at the world's best-known businesses, it seems that each of them has the perfect customer service target. This is so important that in order to create a "loyal customer", they adopt being close to customer as infallible philosophy and offers them at different levels by developing different services as a requirement. To create brand ensemble, club memberships are struggling such as organizing special occasions.

How does a business know if it is successful in customer satisfaction? The increase in sales does not necessarily indicate that the customer is satisfied. A business can have many customers with a successful retention program. On the other hand, they may lose customers due to inadequate quality of goods. If the number of new customers is higher than the number of lost customers, their sales would increase.

Yet, on the other hand customers who try the goods once and leave the product shows that they are not satisfied (İslamoğlu, 2000: 20-21).

4. CONCEPT OF COMPLAINTS

Researches on customer satisfaction and complaints are based on till the early 60s. Especially in the recent periods, there have been significant increases in the number of works where the understanding of total quality management has developed and applied. Bearden and Oliver found expressive correlation between solutions of previous complaints of the customers and their satisfaction. Gilly in his study, he had fastened down significant connection between consumer complaints and re-purchasing. Mc Alister and Erffmeyer in the study attempted to reveal especially the relationship of consumer dissatisfaction, consumer complaints and marketing failure (Yılmaz, 2007: 47).

Despite all good intentions of the companies, the products they offer may sometimes not coincide with the expectations of the customers. At this point, dissatisfaction and expression of the situation arise which is complaints. Although it is a problematic and unfortunate process, customer complaints create opportunities such as (Barış, 2006: 22);

- ✓ Gaining unsatisfied customers,
- ✓ Obstacle to change preferred brand,
- ✓ Prevent undesirable (negative) mouth-to-mouth communication.

However, the availability of these opportunities listed above is linked to the attitude of the business about complaints and dissatisfaction of their customers.

Whether it is directed at customers, employers, or institutions as a whole, unfavourable message created by activist organizations, or even negative reviews sent by customers, can cause extreme damage. Consumers give much more attention to negative advertisements made by Chinese whispers for products or services than to positive comments. According to a research made by the White House Consumer Affairs Office, 90% of unhappy customers do not do business again with a company.

Each of these people will share their dissatisfaction with at least 9 people, and 13% of these disgruntled customers will pass on their negative experiences to more than 30 people and this is how a big avalanche starts to happen (Solomon, 2003: 259-260).

The starting point of the complaint is client's expectation which is not met. Dissatisfaction does not occur only if the performance of the product/service fails to meet customer expectations. The relationship with the customer can also create dissatisfaction (Öçer and Bayuk, 2001: 27). The lack of the desired product/service due to reasons such as the crowded of the employee at the time of purchasing the product/service, the inappropriate environment of the service, unreasonable delays also creates dissatisfaction and so complaints. As a result of this, dissatisfaction might be owing to pre-shopping, during and after shopping.

The customer spends money and time for shopping and makes efforts. If there is a negative difference between the expenditures and those obtained after the purchase, we have stated that the customer is "unsatisfied". How does the customer make this assessment of satisfaction (Barış, 2006: 23);

- ✓ Comparing the previous purchasing experience with the new experience,
- ✓ By comparing their acquisition experience with the ideal situation,
- ✓ Taking into account the seller's promises,
- ✓ By looking at the perceived performance.

Meaning of the above sorting is that it should be known that if the standards/quality of the business decrease and the product/service performs poorly compared to its competitors and if promises are made that raise expectations and non-sense, customer complaints will increase.

In this case, forward-looking businesses evaluate complaints as an opportunity that they can develop their products, services and gain loyal customers. The evidence shows that if the company is concerned with the complaint of the consumer, he makes more purchases and sends positive messages through the communication by Chinese whispers. However, it is also known that some businesses continue to ignore dissatisfaction and complaints about it. Businesses that are aware that the purpose of modern marketing is to create satisfied consumers must examine consumer thinking and behaviour after purchase in detail (Odabaşı and Barış: 2002: 292).

5. CUSTOMER COMPLAINT BEHAVIORS

Customer satisfaction/dissatisfaction is related to the expected performance of the goods or services and the performance achieved. If there is an acceptable harmony between expectations and true performance provided by goods or service, satisfaction is possible; whereas if the achieved performance is well down of expectations, then customer is disappointed and unsatisfied. Customer satisfaction may occur "brand loyalty" and leads to re-purchase while dissatisfied customers may demonstrate negative attitudes towards business. These whole behaviours are called customer complaints behaviours.

Knowing the client's complaint behaviour; allows the weaknesses of the business to be determined and accordingly the necessary adaptations to be made in the marketing program. Thus, Businesses will reduce the risk of losing existing customers by correcting their flaws and balanced-increased the satisfaction level of the customer (Usta, 2002: 104-105).

Customer complaints should be considered. The harming power of an angry customer should never be underestimated. Making a reputation is hard but easy to lose. Consumers that declare complaint are the best friends of the company. A complaint alerts the company about a problem which likely leads to customer loss and can be corrected (Kotler, 2005: 99).

The model of Day and London is widely accepted in the literature as to how a dissatisfied customer will behave;

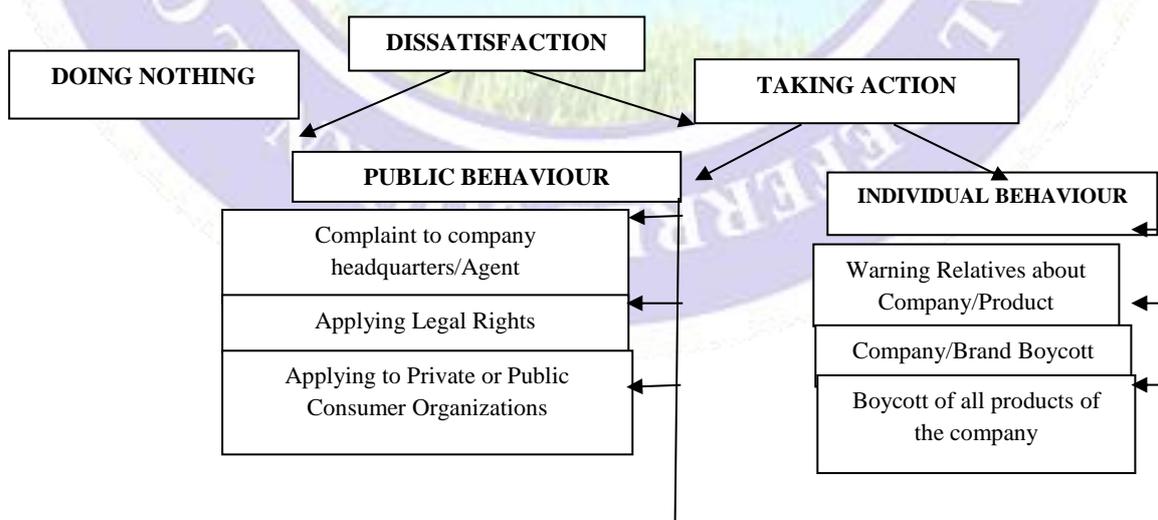


Figure: 1 Customer Complaints Behavior Model (Usta, 2002: 106).

It is possible that an intelligent marketing manager can change the behaviour of an unsatisfied and complaining customer in a good way. This study can be done by analysing the customer's complaint behaviour in a good way (Yılmaz, 2007: 48).

Researches show that a huge number of customers who are not satisfied with the products and services are not complaining. Most of the people who complain transfer their complaints to the salesroom but do not convey the situation to the producers.

There are three important factors regarding not to complain (Odabaşı, 2000: 135-136);

- ✓ Complaining is found worthless in terms of time and effort.
- ✓ It is believed that complaint will not change anything. No one wants to hear the problems.
- ✓ It is not known where and when to complain.

Every reason emerges as sign of customer's lack of confidence in the company. This situation can be explained as "customer pessimism". Unfortunately, the fact that the rate of customer satisfaction is low is the result of the complaint.

It's a bad news for the business if the customer says nothing. One of the obvious signs of a bad and ever-slowng relationship is the lack of customer complaints. Because the absence of complaints does not mean that everything is going well. The lack of complaints does not mean that there are not unhappy and hassle-free customers. On the contrary, instead of stating the complaints, the customers are probably leaving the business or gradually reducing the frequency of shopping with the business (Bayuk and Kurtuldu, 2006: 58).

Customer permanency stands as a fundamental problem for all business areas. According to a study taken at Harvard University, it is understood that a 5% reduction in customer loss doubled the company's profit.

Considering the costs of finding new customers, for many companies the main reason is customer's permanency. It is a difficult problem to deal with because customer loss occurs without any warning. It is also very difficult to persuade a customer who is about to cut off his interest with the company (Oğuzlar, 2007: 125).

It can be thought that whether or not customers are involved in complaint behaviour depends on their expectations about complaints. The expected cost of complaining, the expectations about whether the complaint is made positive/negative are important in the formation of the complaint behaviour. In addition, customers can also complain to adjust the condition that causes them to be unsatisfied, to eliminate the situation, and the expectation that they will be compensated for the damages they suffer (Kılıç, 1993: 26).

6. REASONS OF COMPLAINTS

Complaints are generally caused by the inability of the company or company products to meet the expectations of the client. This situation occurs for the following reasons (Odabaşı, 2000: 137-138);

- ✓ The product is inadequate
- ✓ It is misused.
- ✓ The conditions of the sales contract have not been fulfilled (distribution, delivery, assembly, etc.)
- ✓ The expectations of customer have been very high as a result of reputation. If the salesman can't improve the performance of goods and services, these three other complaints also affect the source.

If we degrade the complaints more specific, subjects that are objected by the customers can be listed as (Sosyal, 1999: 192-193);

- ✓ Objection to product; usually the objection that the product is expensive,
- ✓ Objections to fashion suitability and product range,
- ✓ Objections about whether it is fit or not and how it will be combined with other products,
- ✓ Objections to the various technical specifications of the product,
- ✓ Objections about ease of use and maintenance,
- ✓ Objections expressed as "I do not need"; these objections are often also used as a cover for other doubts.
- ✓ Confidence seeker objections; the customer is about to make a decision, just looking for confidence to make a final decision.
- ✓ The objections expressed as "I will look around and consider".
- ✓ Objections regarding reductions and price differences between branches,
- ✓ Objections to services and opportunities in other branches,
- ✓ Objections to physical conditions of the store (such as ventilation, catering, seating facilities and cleaning).

There are differences between objections and questions. The aim of the customer who is asking questions is to collect information. "Is there a greater size of these soaps"? is a purpose of collecting information. The customer has no comment on the subject. In objections, there is a different direction; the customer was interested in the subject. They have their opinions. Some of these thoughts might be negative and positive. Customer tries to find an answer by objecting and expresses his doubts. A customer who says, "This shoes heels are a little high, wouldn't it bother me while walking?" is not trying to find simple information. The aim is to find answers to doubts. For this reason, objections are very valuable.

Experienced salespeople like talkative customers but not quiet ones. Like everyone else, they are also somehow irritated by heart breaking customers. Master salesman are being happy and relaxed when the customer beings to talk and asks questions. Even if the other side is listening too well and does not object to anything, they even encourage the customers to expostulation. Thus, by pushing him to talk and encourage objecting, they have an opportunity to show how they are confident of products they are selling and themselves. According to a manager, the most important job of a salesman is to respond to objections (Kaya, 2000: 408-409).

7. CUSTOMER COMPLAINT ENCOURAGE

In the past, management tried to avoid as much as possible from complaints that occurred from customers, and if there is a complaint, it was tried to be solved before it reached top management. Over the last 10 to 20 years, a large number of companies are using customer complaints to point out the customer requirements. Companies have begun to perceive complaints as an important opportunity to get their opinions about the products and services offered. Nowadays companies are spending a huge amount of money and effort to hear customer complaints and get their comments.

What is the reason for such a major change in approach to customer complaints? As we have already mentioned before, the cost of finding a new customer is five times higher than keeping the current customer. In addition, current customers tend to spend more than new customers and depend on our brand and our company. According to another research, the complaint of a small number of dissatisfied customers will give us the opportunity to keep the business in correct way and satisfy the customers.

Most of the customers who are not coming back will probably tell their friends and colleagues their dissatisfaction without giving us any chance to make comments (Wellemin, 1999: 61).

According to Harrari who investigate the value of complaints; complaints and grumbling customers are more valuable than the plan and planners of the companies. Because these customers provide feedback to business about their products and services without any charge. They must be grateful to them for this reason.

Along with that (Bariş, 2006: 29-30);

- ✓ If the unsatisfied customer does not complain; he is either left or about to say goodbye to business.
- ✓ If he complains, it means that he can keep going on business with him.

A grocer that loses his potential customer who buys a couple of gums each day (let's say he loses 1 lira), basically his sales loss will be 365 liras in a year. Let's say grocer man is quite reckless and loses one more customer who buys gum in addition to previous ones. At the end of the year total sales loss will be 66.785 liras.

When we reach the result that we want in customer complaint encourage, its management should be found as well. Some companies go even further and spend a great deal of money to get customer complaints and ideas.

Let's mention a few methods in here (Wellemin, 1999: 61-62);

- ✓ Written scaly card on which the address given with the products or that are easily available at the point of sale,
- ✓ Free phone lines that are given services throughout the day,
- ✓ Customer service desks at the point of sale,
- ✓ Approach of supplier or manufacturer to evaluate customer satisfaction after sales,
- ✓ If not satisfied, offering change or refund.

After the activities that encourage customer complaints, it is necessary to have a quick and easy follow-up procedure to resolve these complaints.

8. PURPOSE OF COMPLAINT MANAGEMENT

We can summarize the aims of the customer complaints management in terms of marketing and operation with the following table;

Table 1. Purpose of Complaint Management (Ekici and Yüce, 2007: 155)

Marketing Objectives	Business Objectives
Prevent customers from switching to competitors	Collect information to define the weakpoints of the operator's product or service
Improve customer satisfaction	Ability to explore Market changes through customer complaints
Prevent negative effects that may arise during direct communication with customers	To improve the technical quality
Encouraging positive impact on customer communication	Reduce error costs
Making customer image and attitude positive	To recognize early warning signs about customer complaints
Increase cross-selling to customers	Determining the level of employee with the customers relation
Compliance with legal requirements	To determine if communication training is necessary
To develop conversation with the customer	Determine if the general performance of the staff is sufficient
Prevention of state intervention	Point out the requirements for a general education plan
To make customer reaction positive	To provide more rational use of business resources in CRM

10. LISTENING THE COMPLAINTS

It is useful to consider the following points when evaluating the customer complaints to improve customer service (Ekici and Yüce, 2007: 155-158):

- ✓ *Do not defend yourself or your company against the customer, do not react:* Apologize to the customer for any adverse situation the customer has encountered and approach the customer with tolerance.
- ✓ *Ask release questions to customers:* It is easier to understand the complaint by getting customer's opinion and asking questions which can point out all the details of complaint and situation.
- ✓ *Listen carefully to customer:* Before defending yourself and making any comments about the situation while listening to customer, it is necessary to admit their worry and thoughts and listen to them without disappointment.
- ✓ *Provide their comfort by listening and asking more questions to customer:* If you ask questions about their complaints after listening and relieving the customer, you will get more positive answers.
- ✓ *Take notes to understand the situation:* The notes you take will guide you to fix the problem which is caused by product/service or workers.
- ✓ *Solve on time:* It is important for the customer to be listened on time and to receive the request. Taking care of their problems in time without accusing the customers will relieve them.
- ✓ *Get the confirmation of customer in solving complaint:* If you are carefully approached to the problem and your solution is appreciated by the customers, they are highly satisfied with the service they have received and their loyalty to the business will continue.
- ✓ *Follow up with the customers later on:* In order to ensure customer satisfaction and loyalty, call the customer later by phone or other means and try to find out if they are satisfied.

A compromise made on behalf of the customer allows for the re-purchase of the company's products and services, and that these customers become constant customers. The adjustment made after the complaint has been resolved, continuity of communication should be provided to see whether the customer is satisfied or not. It is responsibility of salesman to train customer in order to prevent future complaints (Odabaşı, 2000: 143).

It is easier for companies to separate their staff into departments designed to fulfil specific responsibilities. A scientist will spend his time in the lab, not with the customer; the production engineer will spend time in the factory instead of spending it with the customers; while a buyer spends his time with sellers, accountants and financiers will spend their time in charge of the figures instead of the customers. As a result of this, people working in these departments have the idea that the customer and another segment will be interested in selling and marketing. Nevertheless, we know that every department can hurt customer relationships. If the product is manufactured badly, delivered late and there is a bailout error, the customer gets angry and the company loses the customer without any crime of marketing (Kotler, 2005: 27-28).

11. SOLUTION OF COMPLAINTS

After the "first fire" is extinguished, we have to investigate the underlying reason for not encounter once more and turn the complaint into an advantage. In the past, companies have opposed to the idea that such investigations would be considered witch hunt and would not benefit after the event. Due to the recent search for excellence approach, it has emerged that it

is necessary to determine the root cause of the complaint and to take appropriate action (even in some places it may have been decided that nothing should be done).

This approach will be based on team understanding. The team, consisting of representatives from various departments, will work on the causes, resolution and timing of the complaints. This approach, the price paid for companies' handling and concludes their customer's complaint has made significant progress in the operation of the company. Namely, complaints contribute to company the advantages of marketing, enhancing customer satisfaction and enrich reinforcements (Wellemin, 1999: 65).

According to Karl Albrecht and Ron Zemke's statement; if there is a solution for the complainant's complaints, likely 54% to 70% of them will continue shopping with the organization. If the customer feels that the complaint is resolved quickly, this rate will go up to 95%. Each of the customers who complain to an organization and finds their complaints resolved in a satisfactory manner, tells 5 people about this good treatment they see (Kotler, 2000: 48).

Gilly and Hansen, approaching customer complaints from a strategic point of view, made remarkable suggestions about complaint resolution strategies. According to them; a business that adopts the strategy of providing benefits in much, beyond the dissatisfaction of customers returning to their pre-dissatisfaction aims to offer them benefits that they do not expect. In other words, the customer gets a much greater benefit than the point at which the customer receives the product/service after the complaint. The expression of this strategy in the marketplace is "you are satisfied with our guarantee, otherwise you will be refunded twice as much" (Barış, 2006: 103).

12. CONTRIBUTIONS OF RESOLUTION COMPLAINTS TO BUSINESS

Complaints do not risk losing only one customer, but if every complainant speaks about 10 things about the subject, negative news can spread around the company. It is clearly obvious that a company needs to respond promptly and appropriately to complainant customers. Some studies have surprisingly concluded that customers who had solution quickly after a complaint are too loyal to the company than customers who have generally never complained (Kotler, 2005: 36).

In a survey about customer loss, the reasons why customers leave the company are proportionally given below (Bayuk and Kurtuldu, 2006: 56);

- ✓ 14% of the customers leave because their complaints are not being handled.
- ✓ 9% of the customers leave to go to the opponent companies.
- ✓ 9% leave because they move to another destination.
- ✓ And %68 of the customers leave without any specific reason (Considering this last group, they are generally leave because of very small neglect).

It is seen that these datas are directed to current customers who have relation for a certain time with the business or seller and when these rates are attentively analyzed, basically it can be said that 91% of them are under the control of the operator except those who are moving to somewhere else.

If customer complaints are effectively paid attention and the customer's problem is resolved, there will be a large increase in customer retention rate, it will prevent customers to make bad commercials against the company and the performance of the business workers will increase. Customer will be pleased because of resolving his complaints and will continue to his relation with the company due to satisfying services (Güreş, 2004: 56).

Businesses gain a good image of the company with effective and adequate complaint management and gain the trust of the consumer. Complaints that have reached a sufficient number and are not answered can even lead to a loss of market share. Therefore, business should know the source of the consumer's complaints behaviour, who they are, when and on what conditions and how they complain (Usta, 2006: 122).

13. CONCLUSION

The concept of benefactor customer has been left its place to more modern and professional customer relationship management approach. It is no longer sufficient that the thought of "I sell what I produce or increase my profit by keeping the product ahead and satisfy our partners" for business permanency. It is necessary to expose their incentive possession of company to increase the loyalty of customers who buy goods or services from operation and to ensure that they operate as voluntary sales people of company.

However, businesses do not always make smile of customer's face. It causes customers to be dissatisfied from their products, services, employees or by acting differently from the image they create. So that if the company doesn't take any measures about the mentioned negativities, it will be exposed to a large customer migration to competitors. Hereby, the company can considerably reduce customer losses by taking into account the complaints of current and new customers and providing that the problem is solved. To listen carefully to complaints, to record them and to prevent the occurrence of the same negative situation again can provide a significant increase in the profitability of the business, it will also strengthen its image because the trust it gives to its customers will also increase.

A company that can conduct good complaint management is always in contact with the customers. Because customers are easy to feedback to the business, customers do not waste time reporting positive or negative opinions. If the message that subject to complaint is sent to its department immediately and the solution comes true quickly, the customer will feel maximum satisfaction and will be more loyal to the business because he knows that the complaint is resolved on time. Today, in which the competition is very intense, businesses can use customer complaints as a great advantage and create a strong bond with the customer.

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